

DEPARTMENT OF THE ARMY
Headquarters 95th Division (Institutional Training)
5316 South Douglas Boulevard
Oklahoma City, OK 73150-9704
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95th Division (IT) Regulation 5-1

Management

95th Division (IT) Strategic Management System

Acknowledgement: The 95th Division (IT) acknowledges the contribution of the 84th and 100th DIV(IT) in providing their Regulation 5-1 as a model for this Regulation.

Summary. This regulation establishes the 95th Division (IT)'s philosophy of leadership and its systematic methodology of management. It will be used by 95th Division (IT) leaders to develop and implement sound management practices involving a participative, accountable, operational environment

Applicability. This regulation applies to all units within the 95th Division (IT).

Changes. This regulation will be reviewed annually. Changes will be published if needed as a result of the annual self-assessment.

Distribution: B

Suggested improvements. The proponent agency of this regulation is the Strategic Planning Cell (Chief of Staff, DCSPER, DCSOPS, DCSLOG, DCSIM, DCSRM) within the 95th Division (IT) Command Group. Users should send comments and suggested improvements on DA Form 2028 (Recommended changes to Publications and Blank Forms) or in memorandum form directly to Headquarters, 95th Division (IT) - Strategic Planning Cell, 5316 South Douglas Boulevard, Oklahoma City, OK 73150-9704.

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Chapter 1

Introduction

1-1. Purpose

This regulation establishes the 95th Division (IT) leadership philosophy and its related management system. It:

- a. Provides focus for the 95th Division (IT)'s continuing pursuit of operational excellence. Implementation of a quality management system combined with technology and a participative, accountable environment will improve Division readiness and the efficiency of mission accomplishment.
- b. Provides the principles and processes which form the framework for all 95th Division (IT) leadership initiatives.
- c. Reinforces the synergistic relationships of leadership, work processes, measures and continuous improvement efforts.

1-2. References

Related publications are listed below.

- a. AR 600-20, Army Command Policy.
- b. AR 600-100, Army Leadership.
- c. FM 22-100, Military Leadership.
- d. FM 22-103, Leadership and Command at Senior Levels.
- e. FM 100-1, The Army.
- f. FM 100-5, Operations.
- g. FM 101-5, Staff Organization and Operations
- h. DA Pam 600-80, Executive Leadership.
- i. U.S. Army War College Reference Text, Army Command and Management: Theory and Practice (published annually).
- j. U.S. Army Policy Letters, Army Communities of Excellence, Army Performance Improvement Criteria

1-3. Explanation of terms

a. **Leadership.** The process of influencing others to complete initiatives by providing purpose, direction, and motivation. Leadership includes setting and defining goals and giving purpose to the organization. Leadership is directly

responsible for organizational structure, goal deployment of key measures, and resource allocation. Leaders must continually create a learning environment for themselves and their organizations. Leadership must not be confused with the term management.

b. **Management.** The process of assigning priorities and allocating resources (people, finances, materials, facilities, information and time) in an effective and efficient manner, and proper stewardship of such resources. Management in the 95th Division (IT) will assign personnel and allocate resources according to the Strategic Plan and its related goals.

c. **Total Army Quality.** A leadership philosophy which empowers all individuals to build on the aggregate capabilities of our quality Army. As a management approach, Total Army Quality focuses on continuous process improvement to meet or exceed the expectations of internal and external customers. Key terms related to quality systems are:

- (1) Process: A series of linked actions that produce a product or service.
- (2) Measures: Indicators of performance quality. Measures should be quantitative, analyzed using statistical methods, and displayed as a trend viewed over time.
- (3) Team: A group of individuals charged with achieving a goal or improving a process.

1-4. Responsibilities

a. Terms:

(1) Executive Steering Team - Commanding General, Assistant Division Commander Operations, Assistant Division Commander Support, Chief of Staff, Command Executive Officer and Command Sergeant Major.

(2) Senior Staff - Command Executive Officer, Staff Training Officer, Military Personnel Officer, Supervisory Logistics Management Specialist, Resource Management Officer, Supervisory Information Management Specialist

(3) Strategic Planning Cell - Chief of Staff, Deputy Chief of Staff Personnel, Deputy Chief of Staff Operations, Deputy Chief of Staff Logistics,

Deputy Chief of Staff Resource Management,
Deputy Chief of Staff Information Management

b. The Executive Steering Team, Senior Staff, and Strategic Planning Cell will lead, support, and provide resources for the 95th Division (IT) as it implements a quality based operational system. This approach is defined by the 95th Division (IT) Strategic Operating System (Figure 2-1) and Strategic Operating Methodology (Figure 2-2). This system provides a framework for leaders at all levels to use in driving continuous process improvement in their units. It is directly related to the Army Performance Improvement Criteria (APIC).

c. Leaders, commanders, and managers at all levels of the 95th Division (IT) will implement this management philosophy by:

- (1) Providing a clear vision and mission for their units.
- (2) Employing an organized, systematic approach towards continuous process improvement.
- (3) Developing and communicating clear, quantifiable measures, which are linked to the strategic goals of the Division.
- (4) Ensuring efficient stewardship of and accountability of resources.
- (5) Providing people with authority commensurate with their responsibilities.
- (6) Actively developing people.
- (7) Developing and fostering a climate which encourages and rewards openness, initiative and change in the pursuit of quality and service.
- (8) Listening to and implementing people's ideas concerning process improvement, mission requirements and appropriate action plans, thus reinforcing their initiatives.
- (9) Establishing long term relationships with customers and suppliers.
- (10) Establishing Process Action Teams (PAT) to drive process improvement.

d. In a continuous improvement environment, soldiers and Army civilians will actively seek better ways to improve job performance, establish

accountability for their jobs and communicate goals, measures, and initiatives to their leaders and peers.

e. Implied in this operational system is each individual's personal responsibility for production of consistently high quality work.

Chapter 2

Strategic Planning

2-1. 95th Division (IT) Strategic Operating System

The 95th Division (IT) Strategic Operating System is shown in Figure 2-1. The Division leadership philosophy is predicated on continuous improvement and incorporates the following major elements:

- a. Senior leadership involvement.
- b. Strategic planning.
- c. Mission (Customer) requirements.
- d. Measurement and Analysis.
- e. Human Resource Development (training, recognition, reward, empowerment, teamwork, and involvement).
- f. Continuous process improvement.
- g. Improved performance of result measures.

The key initiatives contained in the APIC criteria are identified in each element of the 95th Division (IT) Operating System.

2-2. Strategic Operating Methodology

Figure 2-2 shows the 95th Division (IT) Strategic Operating Methodology. This methodology is the engine of our operating system. Paragraphs 2-3 through 2-6 and Chapter 3 will address the characteristics of the model. The driver for the methodology is the Commander's Vision. Effective implementation of the Division Mission and its strategic goals will provide long-term customer satisfaction and improved mission results. The methodology continues to flow in a clockwise direction and concludes with an annual review of the Division's desired end state (Vision). The methodology is adaptable to all levels of command. The Division Strategic Planning Cycle (Figure 2-6) formalizes this

methodology with the inclusion of key calendar events throughout each fiscal year.

2-3. Vision

The Army's Premier Institutional Training Division comprised of proficient and confident soldiers, civilians, and units operationally ready to provide superior individual training.

This Vision is the capstone for the Army management philosophy. It reflects the *principles* the United States Army represents to the nation as a versatile resource for ensuring national security, developing productive citizens and future leaders, preserving the environment, and protecting America's natural resources. The vision is firmly grounded in the Division's leadership commitment to an armed force of the highest quality that is trained, ready and continuously improving.

2-4. Mission

a. The Army values provide the overall framework within which the 95th Division (IT) will operate. These values are:

1. Loyalty
2. Duty
3. Respect
4. Selfless service
5. Honor
6. Integrity
7. Personal courage

b. Ready, Relevant and Engaged in the delivery of quality IET/TASS training to the Army and others.

2-5. Values/Principles

a. The 95th Division (IT) Strategic management system supports five individual principles to drive the continuous improvement cycle. The five individual principles are:

- (1) Integrity, credibility and trust are the foundations of our leadership.
- (2) Value the customer and our soldiers first.
- (3) Maximize soldier involvement/

ownership of key improvement initiatives in a team environment.

(4) Objectively measure performance for accountability.

(5) Maximize relationships through telecommunications and feedback

2-6. Goals, Processes and Measures

a. **Goals.** The 95th Division (IT) goals are:

A fully trained, ready and relevant force.

The delivery of quality training services to customers.

Effective communications.

b. **Processes.** The 95th Division (IT) key processes which will be focused on for improvement will be listed in the Division Yearly Strategic Guidance. The Division's core processes are shown in Figure 2-3 and the Division's support processes are shown in Figure 2-4 found in Strategic Guidance. The core processes represent the major work activities of the Division. These processes have suppliers, inputs, outputs and customers. Recruiting is an example of a core process related to the Goal of "Fully trained, ready and relevant force." The process of Recruiting can be flow- charted to understand the activity steps and responsibilities. It can also be measured by strength, which has an excellence standard throughout the Division of 100%. Division staff leaders and Brigade Commanders must decide which processes to FOCUS resources based upon customer requirements, command directives and current levels of the key measures.

c. **Measures.** The 95th Division (IT) Command Readiness indices measures of the three goals are shown in Figure 2-5. Highlighted measures are associated with core processes and are the key measures reviewed by the Executive Steering Team and the Strategic Planning Cell. It is the Commander's responsibility to determine which of these measures deserve resources to drive improvement. Process action teams should

be utilized to drive these measures. All measures should be displayed as trend charts if possible.

2-7. Strategic Planning Cycle

a. The Strategic Planning Cycle (SPC) (Figure 2-6) is the Division's system for achieving continuous improvement. It integrates a series of events and requirements into an annual strategic planning cycle.

b. The SPC commences in March/April, when subordinate commanders brief the Division Commander on their methodology to achieve the Division goals and specific Key Readiness Indices for over the next thirty-six months commencing with the beginning of the next fiscal training year. The briefing may be written/oral or both and presented in a format prescribed by the Commanding General. The objective will be the CG's approval of the subordinate command's methodology to achieve the Divisional goals/objectives over the SPC period, to set priorities for such goals/objectives that support the commander's vision and to budget/allocate resources to accomplish the subordinate unit's assigned missions.

c. Second, at the Strategic Planning Process Conference (SPCC) to be held annually at the end of each fiscal year, the Division leadership will review the subordinate command performance over the preceding year and will conduct process analysis to identify performance achievement and improvement opportunities. The objective is to assess the achievement and process improvement under the measurables previously approved at the initial yearly briefing and to provide guidance for achieving the remaining missions tasked to the subordinate unit by the progress of the Division toward goal achievement.

Chapter 3

The Continuous Improvement Process

3-1. Process Improvement Cycle

Figure 3-1 shows the 95th Division (IT)'s Process Improvement Cycle. The ultimate goals

of this cycle are customer satisfaction and improved performance. Read the figure in a clockwise direction, starting at twelve o'clock, from the center ring outward. The innermost ring defines the basic processes (plan, do, study, act) in the cycle of continuous process improvement. The next ring lists those actions that must occur within the four basic processes. The outermost ring gives examples of these actions as they relate to reserve information system databases and customer interactions.

3-2. Problem Solving Methodology

a. The 95th Division (IT) Problem-Solving Methodology is based on the plan, do, study, act philosophy.

b. The first step in the problem solving process is measurement. The 95th Division (IT) measures performance IAW the standards shown in Figure 2-5. These measures are shown as linear bar charts over 6-month time frame to track trends. These trends give Commanders a starting point for implementing the 95th Division (IT) Problem Solving Methodology (Figure 3-2) explained below. Shortfalls between performance trends and performance goals must be analyzed to determine the course of the action between present and desired performance. After Commanders or process action teams determine the cause of the performance gaps, they create action plans (figure 3-3) to improve performance and customer satisfaction. An interactive process continues with trend monitoring and action plan revision, until the performance gap is closed and the unit achieves a steady state of performance standards.

c. Figure 3-2 graphically displays the 95th Division (IT) Problem Solving Methodology. The center column of the figure lists the methodology steps:

1. Focus on a process
2. Study process measures
3. Determine the status (Acceptable ?)
4. Define the problem or performance gap
5. Determine the causes of the problem
6. Evaluate the causes and prioritize actions
7. Initiate action to solve

These steps continue until acceptable process measures enable leaders to focus on another process. The left and right columns of the figure list some problem solving and information tools respectively associated with each step. Examples of these tools are shown in the appendices.

3-3. Action Plans

a. Action Plans are a written, organized method of who is responsible to do what, by when, in the continuous improvement process. The associated goal, key project initiative, desired impact, and resource requirements/expenditures are also indicated. Graphical representations of the process's measures are attached to this form for ease in reviewing the Action.

b. Instructions for completing Action Plans (Figure 3-3) are as follows:

1. **GOAL:** In bullet format, give a clear statement of the goal related to this action plan (for example: Sustain a fully trained, ready and relevant force.)
2. **UNIT INVOLVED:** What unit is this action plan for?
3. **CUSTOMER/SERVICE INVOLVED:** Who or what service will primarily be affected by this action plan?
4. **KEY PROJECT INITIATIVES:** List some key areas that the project will address (for example: Maintain at least 85% MOSQ through 7 digits.
5. **DESIRED IMPACT:** Give a clear statement of the desired impact of the project.
6. **RESOURCE REQUIREMENT/EXPENDITURES:** What are the resource requirements/expenditures across a week, month, quarter or year period?
7. **KEY PROCESS ACTIVITIES/TASKS:** List, by priority, the specific activities or tasks required to meet the goal and initiative identified above.

8. **TEAM LEADER:** Who is responsible for that task?

9. **SUPPORT:** What staff section is responsible for support?

10. **START:** Start date of the activity/task.

11. **END:** End date of the activity/task.

12. **PROGRESS:** Mark an X in the column that indicates the percent toward completion as it relates to each activity/task.

13. **REMARKS:** Give any remarks or special instructions related to activity/task in this column.

14. **PERFORMANCE MEASURE - KEY INITIATIVE DRIVERS:** List performance measurement indicators of goal (for example: All staff groups using Internet/Intranet. Computer problems identified and corrected in 2 days.)

15. **UNIT/STAFF SUPPORT:** List positions or groups that support the activities/task (for example: Commander, Staff Leaders, Staff Personnel).

16. **LEADER RESPONSIBLE:** Who is the leader primarily responsible for Action Plan?

17. **SENIOR LEADER SPONSOR:** Who is the Senior Leader sponsoring the Action Plan?

18. **IMPROVEMENTS COMPLETED:** What improvements (activities/task) have been completed?

19. **LIST MEASURES DISPLAY ATTACHED:** Attach any measure displays (Pareto Diagrams, Control Charts, etc.) that relate to the Action Plan.

NOTE: Action plans should be reviewed on a monthly basis. Action Plans should be utilized in conjunction with the Action Register, Appendix C of this regulation. Battalions as well as Brigade

and Division Staff may utilize them.

3-4. Use of Continuous Improvement Tools

It is important that a consistent approach to continuous improvement and problem solving be utilized throughout the Division. The basic tools and methods for commanders, staff, and improvement teams are attached in the Appendices of this regulation.

These tools and methods are designed to enhance problem solving and facilitate effective communication. Additionally, the use of customer and employee surveys reflects the Division's commitment to proactive listening and process improvement. The 95th Division (IT) is committed to integrating the use of customer and employee surveys in all subordinate units.

Units are also strongly encouraged to use the Meeting Agenda (Appendix B) and the Action Register (Appendix C) as management tools at staff meetings and with process action teams. Each of the tools in the appendices are designed to be self-explanatory. Assistance with the application of the tools is available from the Strategic Planning Cell representatives.

The 95th Division (IT) Improvement Tools include, but are not limited to:

a. *The Run Chart*, which visually displays data plotted over time on a line graph. The Run Chart is used to track trends measuring data against time. An example might be a run chart used to display the results of recruiting efforts to fill a certain MOS on a month to month basis. Plot MOSQ percent over time and display. Review this chart for improvement opportunities.

b. *The Pareto Chart*, which ranks measures, such as MOSQ, in decreasing order of occurrence. The Pareto Chart is used to focus on key problems. For example, a Pareto Chart could be used to track the number of non-MOSQ soldiers by unit.

c. *The Flow Chart*, which visually presents the sequence of steps in a process. A flow chart could be used to study the sequence of steps that a unit must take to get a soldier enrolled in BNCOC,

from identification of the soldier, to the time he or she reports for training.

d. *Brainstorming*, which allows the free, uninhibited generation of ideas in a group setting. Brainstorming, be it structured or unstructured, is used to create new ideas. For instance, a group might brainstorm the cause of low MOSQ in a unit.

e. *The Cause and Effect "Fishbone" Diagram*, which allows people to draw a picture of the various elements in a system that may contribute to a problem and determine the root cause. The Fishbone Diagram is used to find and cure causes, not symptoms. For example, there can be many causes for low MOSQ, but by using a "Fishbone" diagram, a group might be able to isolate and examine each cause to find the real problem.

f. *The Nominal Group Technique (NGT)* is a structured process that allows groups to generate possible courses of action for improvement, and vote on the most practical alternative. NGT is commonly used in consensus gatherings to rank courses of action. For example, using NGT, a group might decide that improving the recruiting program is the best approach to raising MOSQ.

g. *Force Field Analysis*, which allows a group to evaluate the forces either opposing or supporting change as they work to implement an action plan. For example, forces working against an intensified recruiting effort might include funding. Forces working in support of recruiting might include command emphasis.

Time and time again, the consistent use of these tools has helped many organizations, both military and civilian, successfully solve problems and achieve significant improvements in performance.

Customer surveys and employee surveys, included in Appendices D and E, can be used to gather feedback as to whether or not an action is having its desired effect. If surveys do not reflect positive action toward correcting the problem, then the organization needs to revisit the problem solving process and try again.

Chapter 4

Division Communications Process

4-1. Division Communications

One of the Division's goals is to establish an effective, seamless communication system.

a. The formal component of this system is The Ironman, an unofficial publication authorized under the provisions of AR 25-30, and documents unit history, events, and provides a forum for the Commanding General, Chief of Staff, Division Command Sergeant Major, and others to communicate pertinent information, guidance, direction and general information. It is written, edited and published by the Public Affairs Office, 95th Division (IT). All units and individual soldiers of the Division are welcome and encouraged to submit articles, stories and photographs of interest.

b. The Division Information Management Directorate will establish electronic means of communication, affording all units within the division to rapidly gain and exchange information. This will include, but not be limited to, e-mail capabilities and establishment of a central file server to be used for information of importance within the division.

c. The Division IM directorate has established a WEB page for the Division. Additionally, at a minimum, brigades will establish web sites as well. Information typically found on these sites includes information concerning the mission of the Division/Brigade, its leadership, and information of interest to soldiers and customers of the Division and its units. Links to sites maintained by higher and adjacent headquarters on similar topics will also be included. For information concerning the Division's Internet capabilities, uses and limitations, contact the office of the Deputy Chief of Staff, Information Management, at Division Headquarters.

d. Each month, the Command Group and directorates of the 95th Division (IT) publish the 95th Division (IT) Staff Update. It is written, edited and published by the SGS, 95th Division

(IT). The intent of these notes is to bridge the gap between previous guidance within the Division and items of information that required more immediate communication for the education of or execution by Division soldiers.

e. The USARC maintains a pay bulletin board for the purpose of handling pay inquiries, training and dissemination of pay related information. The 95th Division (IT) has its own location on this bulletin board system and units should access it weekly for the latest pay guidance.

4-2. Recurring Reports

Each unit within the Division is responsible for gaining and providing pertinent information through a series of daily, weekly, monthly, semi-annual or annual reports. The recurring reports that the Deputy Chiefs of Staff for Operations, Personnel and Logistics, as well as the Division Engineer, Internal Review Section, Human Relations Officer, and Staff Judge Advocate are responsible for are listed in Appendix F.

4-3. Recurring Events

Both internal and external to the Division, a number of events such as competitions, conferences, meetings, boards and training events recur on a regular basis. Examples include the Drill Sergeant of the Year competition, Ironman Award, and Soldier of the Year Award. Information concerning these events are listed (not an all-inclusive list) in Appendix F.

STRATEGIC OPERATING SYSTEM

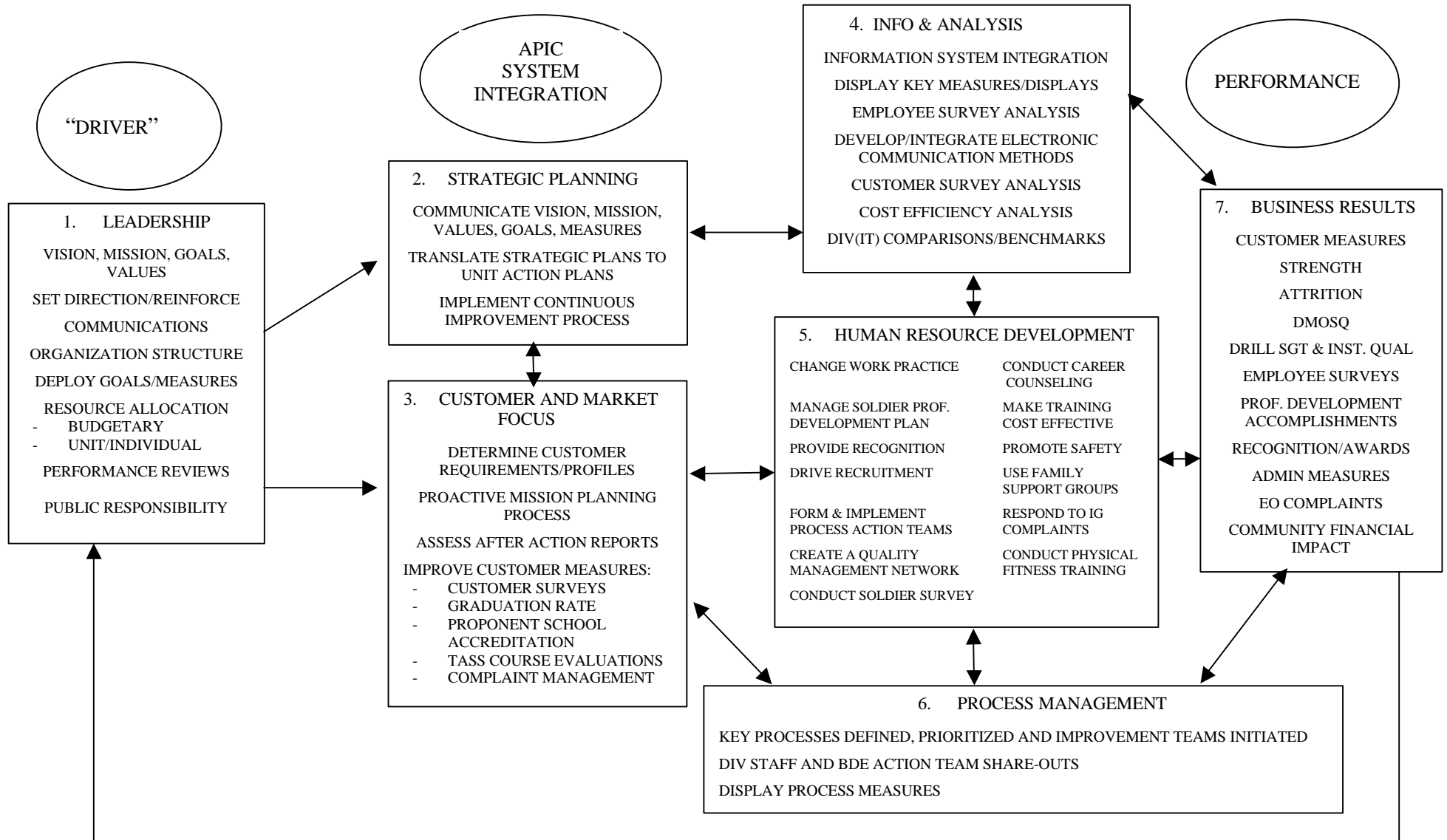


Figure 2-1

STRATEGIC OPERATING METHODOLOGY

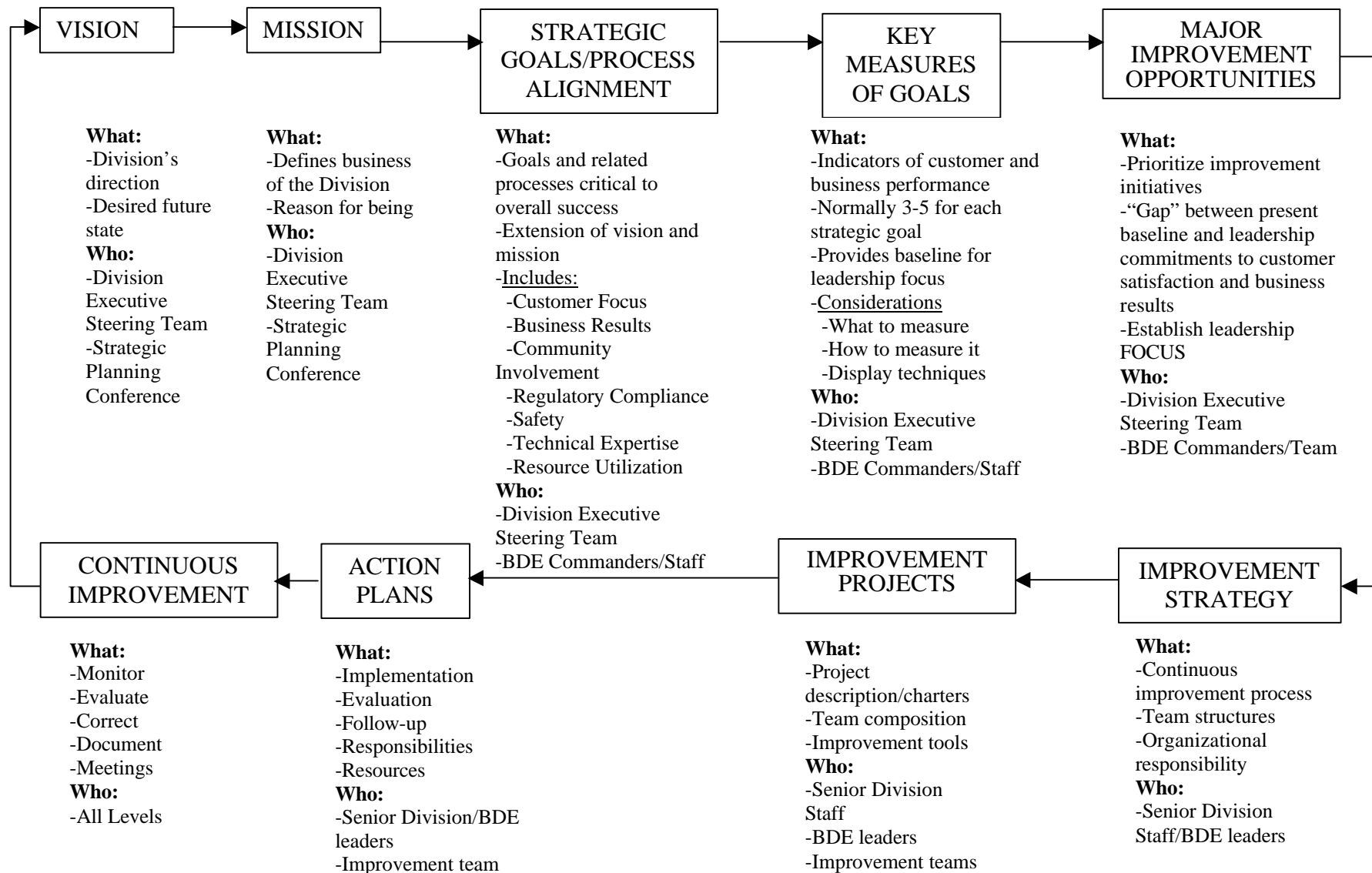


Figure 2-2

PROCESS ALIGNMENT TO GOALS

GOAL	CORE PROCESSES	KEY MEASURES	EXCELLENCE STANDARD
A fully Trained, Ready and Relevant Force (internal)	Leading Professional Military Soldiers		
	Recruiting	Strength	100%
	Retaining	Manageable Losses	<20%
	Maintaining Individual Skill Qualifications	DMOSQ	85%
	Performing Administration	RLAS Statistics	Figure 2-5
	Developing Instructor Skill Qualifications	Instructor Qualification	85%
	Planning Mobilization	Deployability	90%
	Managing Community Relations	Commander's Goal	Commander's Goal
	Developing and Executing the Budget	Budget linked to Goals	100%
	Recognizing Performance	Awards	10% +
The Delivery of Quality Training Services to Customers (external)	Delivering Services to Customers		
	Developing Customer Requirements	Customer Surveys	Average Score 4
	Implementing Mission Execution Plans	Action Register	100%
	Responding to Customer Feedback	Customer Surveys	100%
	Integrating Suppliers in Support of the Customer	Customer / Supplier Surveys	100%
	Benchmarking	Visits / Contact	Semi-Annually
	Accreditation	Accreditation	100%
Effective Communications	Communicating to Division Core Processes		
	Implementing Hardware / Software	% to Division Standard	80%
	Communicating with our Soldiers	Employee Survey	Average Score 4
	Communicating with Customers and Suppliers Core Processes	Customer Surveys / Visits	Average Score 4
	Communicating with Commanders	Intranet/publication	Monthly Updates
	Benchmarking Best Practices	Visits / Contact	Semi-Annually
	Develop "X" Identifier		

Figure 2-3

SUPPORT PROCESSES

SUPPORT LEADER	SUPPORT PROCESS	PROCESS MEASURES	PROCESS DOCUMENTATION	RESULTS LINKAGE
DCSPER	SUBMITTING PERSONNEL EVALUATIONS	<u>ACTUAL ON TIME</u> POSSIBLE ON TIME X100	ATTRITION RETENTION STRENGTH	EMPLOYEE DEVELOPMENT AND RECOGNITION PROCESSES
	CONDUCTING BOARDS (PROMOTIONS, AWARDS)	# PROCESSED <u>APPLICATIONS</u> # ELIGIBLE	ATTRITION RETENTION STRENGTH	EMPLOYEE DEVELOPMENT AND RECOGNITION PROCESSES
	MAINTAINING STRENGTH INITIATIVES	<u>ASSIGNED</u> REQUIRED	STRENGTH	RECRUITING PROCESS RETENTION PROCESS
	CONDUCTING LEGAL SUPPORT	# <u>OF WILLS PROCESSED</u> # OF PERSONNEL ASSIGNED	RETENTION	EMPLOYEE CARE PROCESS
DCSOPS	TRAINING UNIT SOLDIERS	SEE FIG 3-1	SEE FIG 3-1	EMPLOYEE DEVELOPMENT PROCESS
	DELIVERY OF CUSTOMER SERVICES	CUSTOMER FEEDBACK	CUSTOMER SURVEYS AARs etc.	PREMIER TRAINER GOAL
	CONDUCTING SECURITY PROCEDURES	SECURITY INSPECTION STATUS %	TBD	PREMIER TRAINED AND READY GOAL
DCSLOG	MAINTAINING EQUIPMENT ACCOUNTABILITY	# <u>OF SURVEYS</u> VALUE OF SURVEYS	TBD	FINANCIAL
	PROVIDING MISSION EQUIPMENT RESOURCES	CUSTOMER FEEDBACK	CUSTOMER SURVEYS AARs etc.	PREMIER TRAINER GOAL
DCSRM	ACCOUNTABILITY FOR FUNDS	<u>\$ SPENT</u> BUDGET \$	TBD	FINANCIAL
DCSIM	PROVIDING AUTOMATION SERVICES	% HARDWARE & SOFTWARE TO DIVISION STANDARD	SITE SURVEY	SEAMLESS COMMUNICATION GOAL
INTERNAL REVIEW	CONTROLLING WASTE / FRAUD	TBD	TBD	FINANCIAL

Figure 2-4

PERFORMANCE MEASURES

GOAL: A Fully Trained, Ready, and Relevant Force (* All shaded areas indicate critical areas)

MEASURES	TYPE	METRIC	PROPONENT / SOURCE	FREQUENCY	EXCELLENCE STANDARD
Deployability	Result	Soldiers Deployable Divided By Required Strength	USARC Monthly Summary DCSPER	Monthly / Annual Average Current Year / Last 3 Years	90%
Strength	Result	Assigned / Required	USARC Monthly Summary DCSPER	Monthly / Annual Average Current Year / Last 3 Years	100%
Attrition	Process	# Of Manageable Losses Divided By Total Strength	Div (IT) Retention Report	Monthly / Annual Average Current Year / Last 3 Years	< 20%
MOS Q	Result	# Slotted With Code P Or Q Divided By Required Strength	USARC Monthly Summary DCSPER	Monthly / Annual Average Current Year / Last 3 Years	85%
Instructor Qualification	Result	# Of Soldiers In Instructor Positions With SQI Of H Divided By # Of Positions	Unit Status Report DCSOPS	Monthly / Annual Average Current Year / Last 3 Years	85%
Drill Sgt Qualification	Result	# Of Soldiers In Drill Sgt Positions With SQI Of X Divided By # Of Positions	Unit Status Report DCSOPS	Monthly / Annual Average Current Year / Last 3 Years	85%
Military Awards	Process	# Of Awards By Type Awarded Divided by # soldiers assigned	DCSPER	Monthly / Annual Average Current Year / Last 3 Years	10% Total
Late Evaluations	Result	# of Late Evaluations Divided by Total # of Evaluations Processed	DCSPER	Monthly / Annual Average Current Year / Last 3 Years	< 5%
IDT Participation	Process	<u># of IDT pay transactions</u> # of pay accounts	DCSRM	Monthly / Annual Average for year / Average for last 2 years	98%
SUREPAY	Process	<u># of soldiers on SUREPAY</u> # of pay accounts	DCSRM	Monthly / Annual Average for year / Average for last 2 years	99%
Late Bonuses	Process	<u># of late bonus submissions</u> # of pay accounts	DCSRM	Monthly / Annual Average for year / Average for last 2 years	None

Figure 2-5 (a)

PERFORMANCE MEASURES

GOAL: A Fully Trained, Ready, and Relevant Force (* All shaded areas indicate critical areas)

MEASURES	TYPE	METRIC	PROPONENT / SOURCE	FREQUENCY	EXCELLENCE STANDARD
Reports of Survey	Result	# Reports Exceeding 240 days Divided by Total # Reports of Survey	DCSLOG	Monthly / Annual Average Current Year / Last 3 Years	85%
Reports of Survey	Result	Total # Reports of Survey	DCSLOG	Monthly / Annual Average Current Year / Last 3 Years	
Reports of Survey	Result	Total Value of Reports of Survey	DCSLOG	Monthly/Annual Average Current Year / Last 3 Years	
Army Material Status System (AMSS)	Process	Reports status of reportable Equipment	DCSLOG	17th of each month	98%
CBS-X Validation	Process	# of records submitted which are compatible with the LOGSA database	DCSLOG	Semi-annual	100% submission 98% compatibility
Standard Army Retail Supply System (SARRS)	Process	# of requisitions reconciled against SARRs Database	DCSLOG	Monthly	100% submission 98% compatibility
Soldier Complaint	Result	# of IG, EO, Congressionals, Etc., Divided by # Soldiers Assigned	IG/HRO/DCSPER	Monthly / Annual Average Current Year / Last 3 Years	<2%
Customer Survey	Result	Average Response Value	DCSOPS	After Each Service	Response Response Importance Satisfaction >4 4.5 3-4 4 2-3 3.5 <2 3
Senior Grade – Enlisted	Result	% Available E7 & Above	USARC / DCSPER	Monthly / Annual Average Current Year / Last 3 Years	85%
Senior Grade - Officers	Result	% Available MAJ & Above	USARC / DCSPER	Monthly / Annual Average Current Year / Last 3 Years	85%
MOS Training	Process	# Non MOS Q Scheduled In ATRRS Divided By # Non MOS Q In RLAS/CLAS	USARC Monthly Summary DSCOPS	Monthly / Annual Average Current Year / Last 3 Years	100%

Figure 2-5 (b)

PERFORMANCE MEASURES

GOAL: A Fully Trained, Ready, and Relevant Force (* All shaded areas indicate critical areas)

NCOES	Process	Number Of NCOs Completing (PLDC, BNCOC, ANCOC, OR SGMA) Divided By Soldiers Eligible	TAPDB-R DCSPER ATRRS DCSOPS	Monthly / Annual Average Current Year / Last 3 Years	SGMA 100% E8/9 ANCOC 100% E7 BNCOC 90% E6 PLDC 80% E5
APFT Testing	Process	By # Soldiers Passing APFT Divided by # Soldiers Assigned	DCSOPS	YSB / YSPC	95%
APFT Testing	Process	# Soldiers Passing APFT Divided By # Soldiers Taking APFT	DCSOPS	YSB / YSPC	95%
Drill SGT School Grad Rate	Process	# Of Graduates Divided By # Of Students That Begin School	DSS	Each Course / Annual Average	85%
TAPDB-R RLAS Transactions	Process	% Of Unit Transactions Into RLASS	USARC/DCSPER	Monthly / Annual Average Current Year / Last 3 Years	95%
TAPDB-R Invalid Data	Process	% Of Invalid Unit Data In The TAPDB-R Data Base	USARC/DCSPER	Monthly / Annual Average Current Year / Last 3 Years	< 5%
TAPDB-R Blank Data	Process	% Of Blank Fields In The TAPDB-R Data Base	USARC/DCSPER	Monthly / Annual Average Current Year / Last 3 Years	< 5%
DEERS Enrollment	Process	# Family Members Enrolled Divided # Family Members In SIDPERS	USARC/DCSPER	Monthly / Annual Average Current Year / Last 3 Years	100%
DEERS Errors	Process	# Errors Submitted Divided By Total Transactions Submitted	USARC/DCSPER	Monthly / Annual Average Current Year / Last 3 Years	< 5%
Total Drug Testing	Result	# Soldiers Tested Divided By CMD Goal For # Soldiers Tested	USARC/DCSPER	Monthly / Annual Average Current Year / Last 3 Years	90%
Positive Drug Testing	Result	# Soldiers Testing Positive Divided By # Tested	USARC/DCSPER	Monthly / Annual Average Current Year / Last 3 Years	< 2%

Figure 2-5 (c)

PERFORMANCE MEASURES

GOAL: The Delivery of Quality Training Service to Customers (*All shaded areas indicate critical areas)

MEASURES	TYPE	DEFINITION	PROPONENT/SOURCE	FREQUENCY	EXCELLENCE STANDARD
Customer Survey	Result	Average Response Value	DCSOPS	After Each Service	<div>Response Importance</div> <div>Response Satisfaction</div> <div>>4 4.5</div> <div>3-5 4</div> <div>2-4 3.5</div> <div><2 3</div>
Employee Survey	Result	Average Response Value	DCSPER	YSB/YSPC	4
TASS Completion Rate	Result	# Of Completions Divided by # of Students That Begin School	TASS Brigades/Battalions	After Each Course	85%
IET/ROTC Load	Result	<u># of Soldiers/Cadets Completed</u> # of Cadets that began training	IET Brigades/Battalions	After Each Course	85%
Accreditation	Process	Status of Accreditation	DSS & TASS Bde/Bn	Annual Review	100%

GOAL: Effective Communications

MEASURES	TYPE	DEFINITION	PROPONENT/SOURCE	FREQUENCY	EXCELLENCE STANDARD
Band Performances	Result	# Of Band Performances For Military And Civilian Events	Division Band	Annual Review	12
Color Guard Performances	Result	# Of Performances For Military And Civilian Events	Division CSM	Annual Review	Commander's Goal
Automation Training	Process	# Of Soldiers Attending Training	DCSIM	Annual Review	10% Annually
Automation Improvement	Result	% Of Hardware/Software Replaced	DCSIM	Annual Review	80% to Division IM Standards
Communications	Process	% of Leadership on Division Network	DCSIM	Quarterly Review	100%
Intranet Usage	Process	# of Hits on to Web Site	DCSIM	Quarterly Review	10% Increase Quarterly
Web Page	Process	Timely Construction & Maintenance	DCSIM	Monthly Review	

Figure 2-5 (d)

STRATEGIC PLANNING CYCLE

FY XX	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
STRATEGIC PLANNING	USR	Div. Staff Goals & Action Plans Review	.	.USR	Div. Staff Goals & Action Plans Review	Yearly Strategic Brief (YSB) & YTB	USR	Div. Staff Goals & Action Plans Review	.	USR	Div. Staff Goals & Action Plans Review	CG Strategic Planning Process Conference (SPPC) for FY XX
ACOE / APIC		95th Div. (IT) Reg 5-1 Update	95th Div. (IT) Reg 5-1 Update	
PERFORMANCE REVIEW OF ACTION PLAN PROGRESS	By 15th, 4th Quarter Goals & Action Plans Review Based on SPPC	.	.	By 15th, 1st Quarter Goals & Action Plans Review Based on SPPC	.	.	By 15th, 2nd Quarter Goals & Action Plans Review Based on SPPC	.	.	By 15th, 3rd Quarter Goals & Action Plans Review Based on SPPC	.	.
FINANCIAL PLANNING PROCESS	FYE AFP Review: FYXX RPA OMAR	.	.	Financial Status Review	.	FY XX Plans Devoped	Review Current Status.	BDE Resourcing Plans for FY XX	.	Prioritize FYE Req: Review Cur Status	Prioritize require-ments for FY YY	Integrate Financial Planning into SPPC

Figure 2-6

PROCESS IMPROVEMENT CYCLE

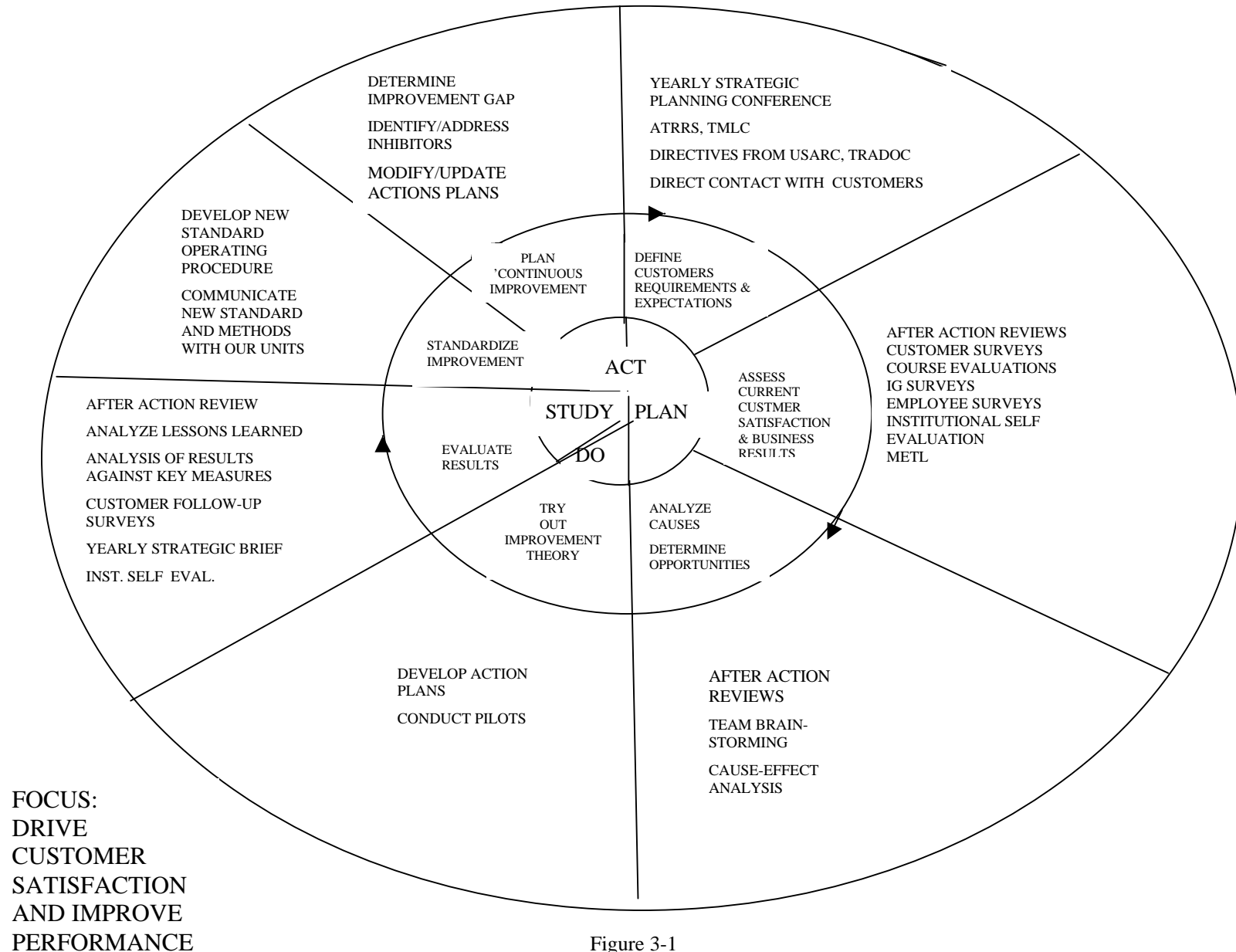


Figure 3-1

PROBLEM SOLVING METHODOLOGY

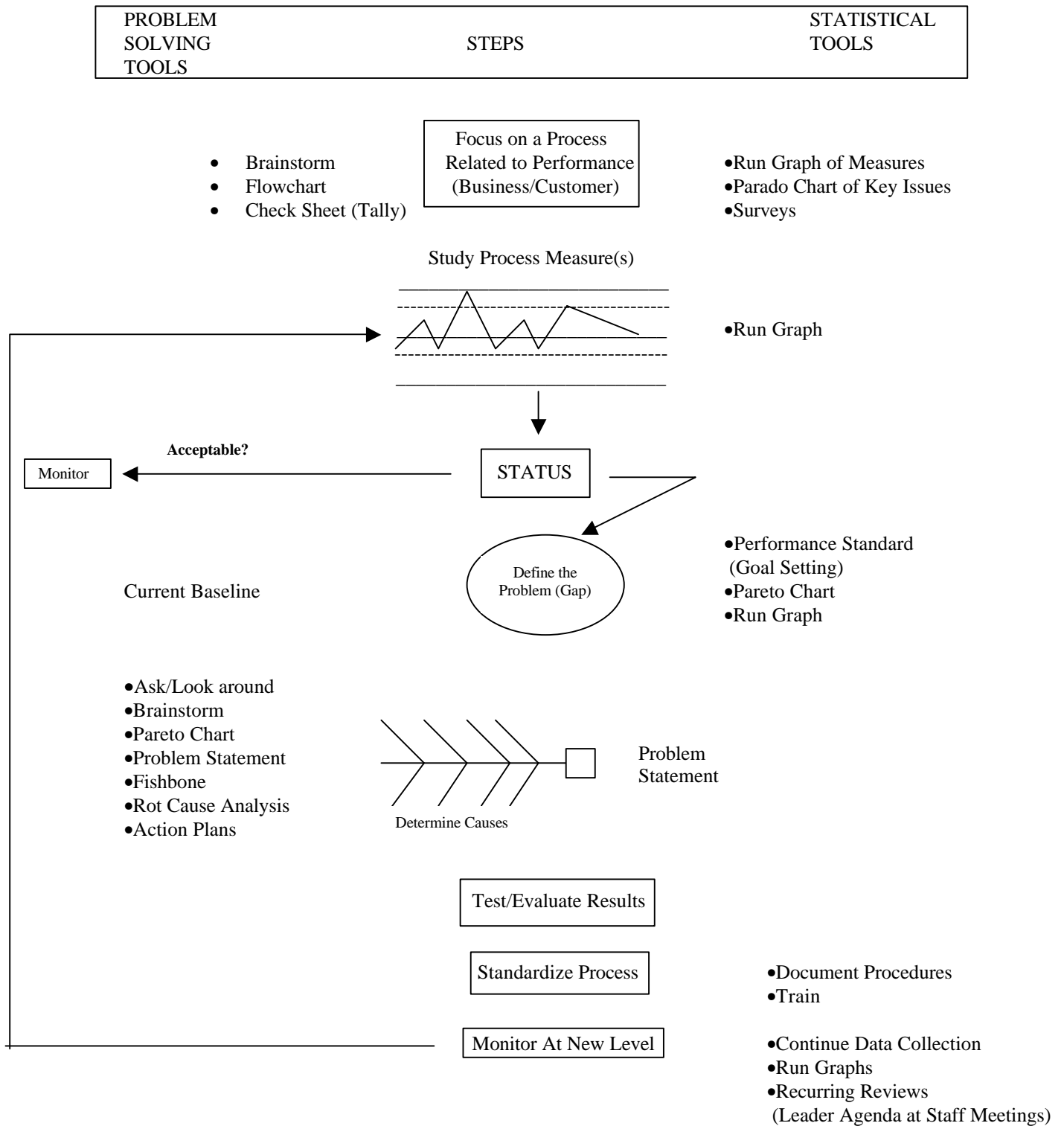


Figure 3-2

95th DIV (IT) ACTION PLAN

GOAL: Key Project Initiative:			Unit: _____ Leader Responsible _____ Senior Leader Sponsor _____ Desired Impact: _____			Customer Service Involved: Resource Requirements / Expenditures (In \$) <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <th style="width: 30%;">FY</th> <th style="width: 10%;">00</th> <th style="width: 10%;">01</th> <th style="width: 10%;">02</th> </tr> <tr> <td>Equip/Facilities</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Personnel</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Materials</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Administrative</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td></td> </tr> </table>					FY	00	01	02	Equip/Facilities				Personnel				Materials				Administrative				Other			
FY	00	01	02																															
Equip/Facilities																																		
Personnel																																		
Materials																																		
Administrative																																		
Other																																		

Priority	Activities/Tasks	Leader	Support	Start	End	PROGRESS					REMARKS
						20%	40%	60%	80%	100%	
1.											
2.											
3.											
4.											
5.											
6.											

Performance Measurement - Key Initiative Drivers Indicator 1: Indicator 2: Indicator 3: Indicator 4: Indicator 5:	UNIT/STAFF SUPPORT _____ _____ _____ _____ _____	
---	--	--

Figure 3-3

IMPROVEMENT TOOLS – RUN CHART

GOAL: Fully Trained, Ready and Relevant Force

Measure: MOSQ

Responsibility: CSM

RUN CHART

What is it?

A line graph of data plotted over time

When should I use it?

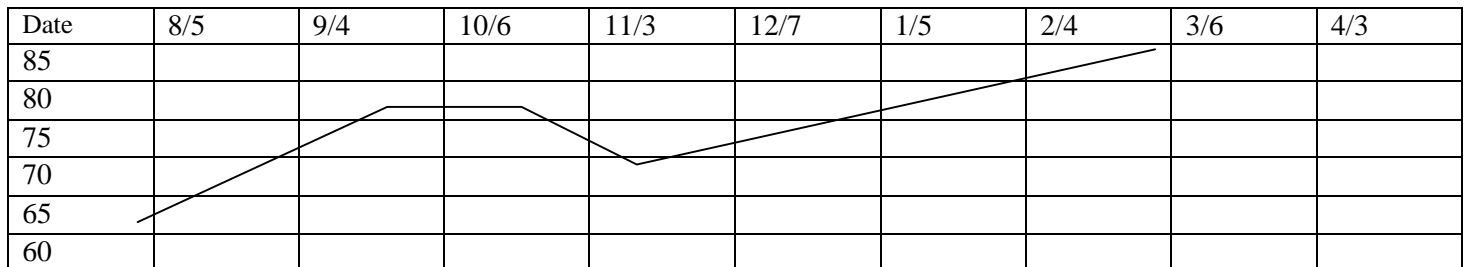
Run charts should be used to collect data, either variables or attributes, over time

How do I construct one?

1. Fill out the information in the header
2. Record the data
3. Determine the appropriate scaling for the chart
4. Plot the data on the chart
5. Interpret the data

What does a Run Chart look like?

Product/Service Issue					Process				
MOSQ 13B					Training Unit Soldiers				
POC Name					Unit				
SSG Art Illery					95th Div (IT)				
Date	8/5	9/4	10/6	11/3	12/7	1/5	2/4	3/6	4/3
Time	0800	0900	1030	0830	0800	0700	0745	0845	0900
Measurement	67%	71%	75%	73%	71%	74%	80%	81%	90%
NOTES									



IMPROVEMENT TOOLS – PARETO PROGRAM

GOAL: Fully Trained, Ready and Relevant Force

Measure: MOSQ

Responsibility: CSM

PARETO DIAGRAM

What is it?

A bar graph that ranks related measures in decreasing order of occurrence

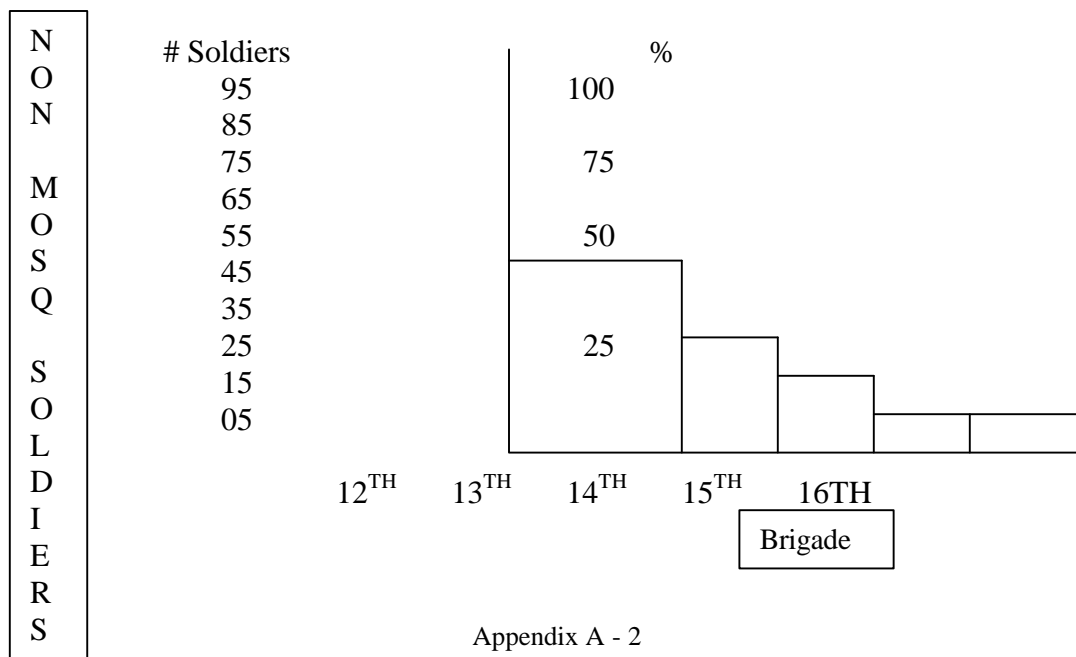
When should I use it?

1. When it is possible to group related data into categories
2. When the rank of each category with respect to other categories is important
3. To identify a factor(s) that contributes to the problem with greater frequency than other factors

How do I construct one?

1. Identify the problem or topic to analyze
2. Select logical categories for grouping data
3. Specify a time period for data collection
4. Collect the data
5. Construct a frequency table
6. Draw and scale the horizontal and vertical axis
7. Draw and label the bars for each category
8. Draw in the cumulative percentage line
9. Review and analyze your results

What does a Pareto Diagram look like?



Appendix A - 2

IMPROVEMENT TOOLS – FLOW CHART

GOAL: Fully Trained, Ready and Relevant Force

Measure: MOSQ

Responsibility: CSM

FLOW CHART

What is it?

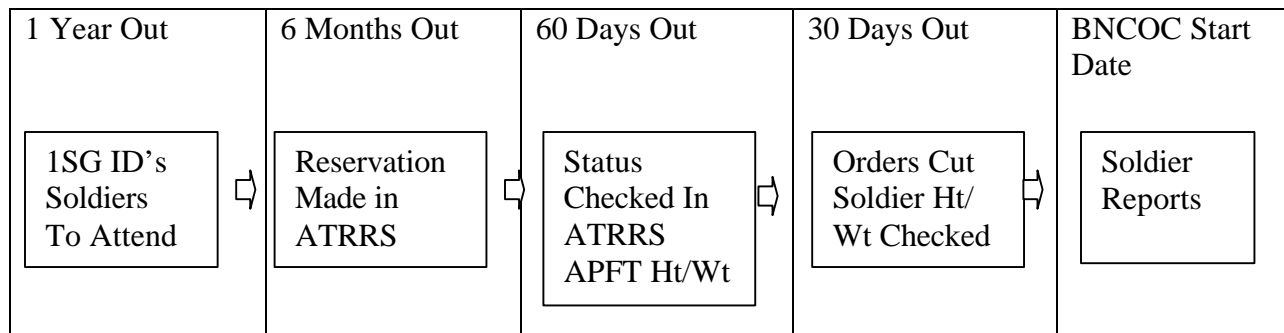
A picture of the flow of any process (sequence of events, steps, activities, etc) which transforms inputs into outputs in a system.

When should I use it?

1. When a visual picture of the process is needed
2. When it's necessary to show relationship to the people and steps in a process
3. When you want to determine if the process actually operates as "envisioned"

How do I construct one?

1. Define the boundaries of the process (which part of an operation do I want to examine?)
2. Observe the process in action
3. Draw in people for their expertise/coordination
4. List the major steps in the process
5. Draw the flow chart



IMPROVEMENT TOOLS – BRAINSTORMING

GOAL: Fully Trained, Ready and Relevant Force

Measure: MOSQ

Responsibility: CSM

BRAINSTORMING

What is it?

Brainstorming is a free, uninhibited sharing of ideas

When should I use it?

1. To solicit ideas from a group on a given topic
2. To initiate improvement action

How do I conduct a brainstorming session?

1. Select a facilitator and a recorder
2. Ask the group to generate ideas
3. Record the ideas
4. Organize the results

The Goal

1. To generate an extensive number of ideas and ensure nothing is overlooked
2. To involve everyone in the unit in the problem solving process
3. To foster an atmosphere of openness and creativity

Ground Rules

1. No criticism of others' ideas
2. Everyone receives an equal opportunity to express ideas
3. You're looking for quantity over quality at this point
4. Piggybacking on the ideas of others is highly encouraged

What does it look like?

MOSQ

Why do we have a problem getting our 13B soldiers MOSQ?

- *Lack of slots for 13B's*
- *Shortage of 13B's in this area*
- *Civilian job promotions/transfers*
- *Command climate*
- *Family support*

IMPROVEMENT TOOLS – CAUSE AND EFFECT “FISHBONE” DIAGRAM

GOAL: Fully Trained, Ready and Relevant Force

Measure: MOSQ

Responsibility: CSM

CAUSE AND EFFECT “FISHBONE” DIAGRAM

What is it?

A picture of various system elements that may contribute to a problem

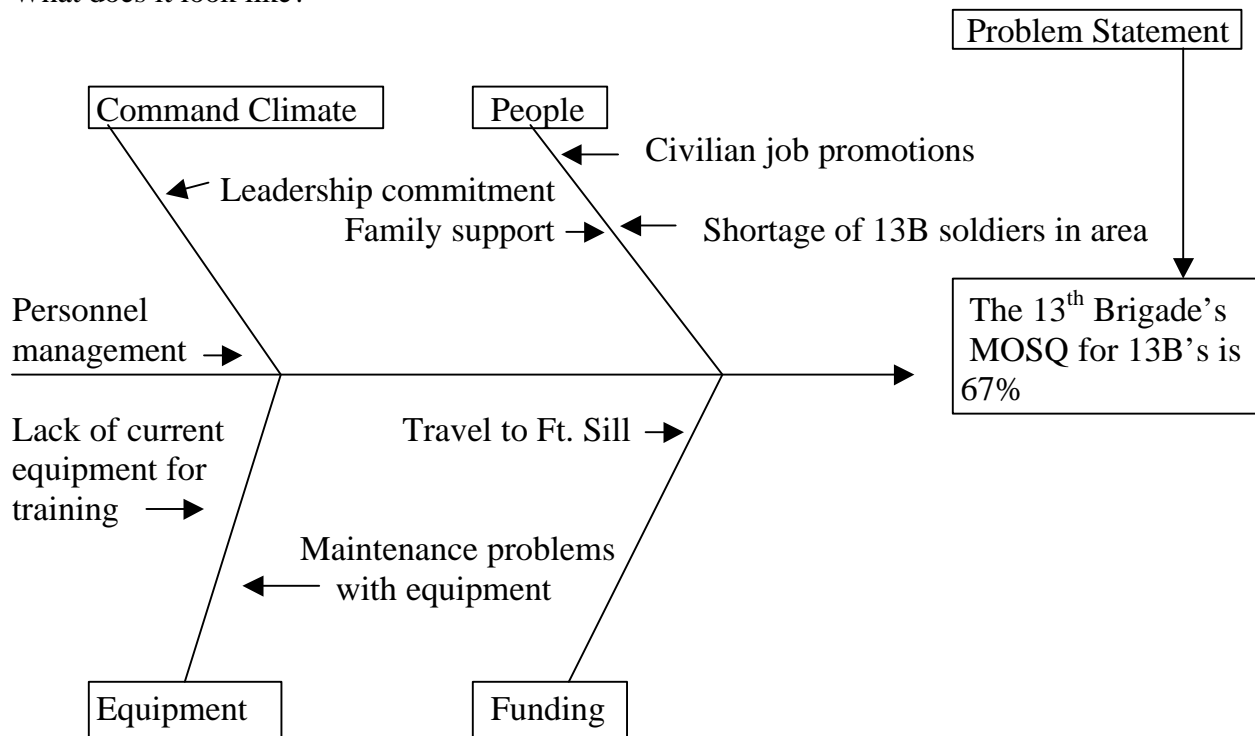
When should I use it?

1. When the root cause of a problem needs to be identified
2. To thoroughly explore ideas and opinions about the causes of a problem

How do I construct one?

1. Identify the problem
2. Write a problem statement
3. Draw and label the major factors associated with the problem (main bones)
4. Brainstorm for the problem's possible causes
5. Identify the most probable causes and work to reach consensus on the most likely cause of all

What does it look like?



Appendix A - 5

IMPROVEMENT TOOLS – NOMINAL GROUP TECHNIQUE

GOAL: Fully Trained, Ready and Relevant Force

Measure: MOSQ

Responsibility: CSM

NOMINAL GROUP TECHNIQUE

What is it?

A structured group process that can be used to help make decisions

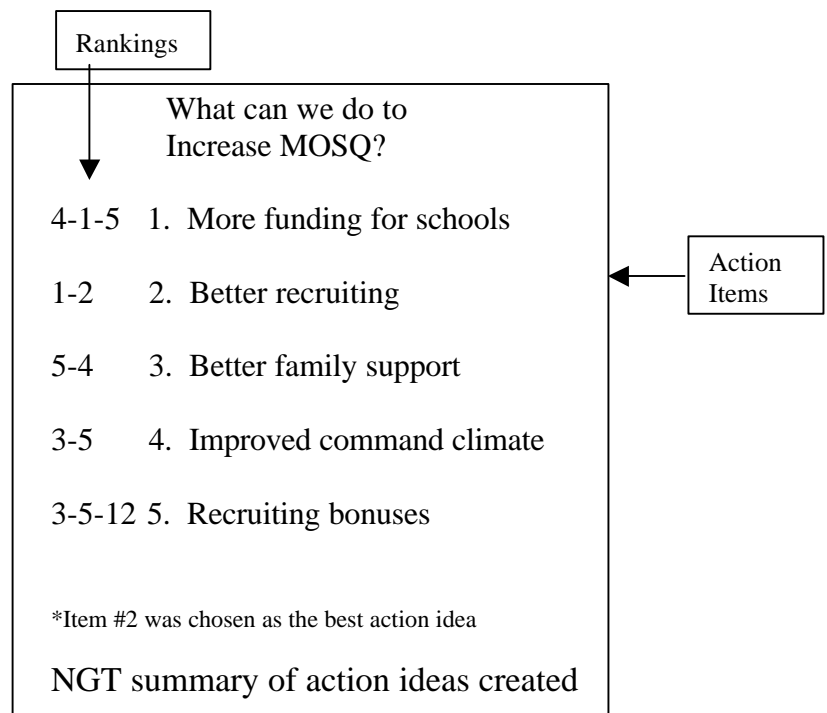
When should I use it?

The NGT should be used when you need to generate and choose a course of action for improvement

How is it made:

1. Identify the area where there is opportunity for improvement
2. Silently generate action items
3. State ideas and record them on a board or flip chart
4. Discuss each action item on the list
5. Establish criteria for voting
6. Conduct a preliminary vote

How should it look when complete?



IMPROVEMENT TOOLS – FORCE FIELD ANALYSIS

GOAL: Fully Trained, Ready and Relevant Force

Measure: MOSQ

Responsibility: CSM

FORCE FIELD ANALYSIS

What is it?

A problem solving tool that can be used to evaluate the forces working both for and against a proposed change

When should I use it?

Force Field Analysis should be used anytime a change is expected to be difficult

How do I construct one?

1. Define the change or desired course of action
2. Brainstorm the forces working in favor of the change
3. Brainstorm the forces working against the change
4. Prioritize (in order of magnitude) the forces working against change
5. List the actions that need to be taken to overcome the obstacles

What does a Force Field Analysis look like?

Force Field Analysis

Desired Change:

Build time into the unit training schedules for 13B's to attend DMOSQ

Forces Working for Us

(+)

1. Command Commitment to 13B MOSQ
2. Funding is available
3. New hardware and software due in

Forces Working Against Us

(-)

1. Many contingency missions
2. Six 71L E-6s transferring with civilian jobs

LEADER'S MONTHLY MEETING AGENDA

1. Purpose:

To provide a standard meeting agenda that leaders within the 95th Division (IT) can use to implement continued improvement and keep their units focused on the Army Performance Improvement Criteria (APIC).

2. Format:

Each staff section should use the following agenda as they address their respective areas of responsibility during the monthly unit staff meeting.

a. Mission Execution (80% of Focus)

1. Review of current assignments/taskings/action items, changes in command guidance, and unmet resource requirements
2. Review of anticipate assignments/taskings/action items
3. Review action register

b. Continuous Improvement and 95th Division (IT) goals (20% of Focus)

1. Review measures (run charts) see Figures 2-3 and 2-5 of 95th Division (IT) Regulation 5-1
2. Evaluate performance
3. Discuss key initiatives
4. Share-out status of action plans (as scheduled on action register)
5. Engage in problem solving (Performance Gap Analysis)
6. Revise action plans and commit resources as required

3. Briefing Sequence

- | | |
|-----------------------|---|
| a. Chief of Staff/CXO | Purpose of meeting/opening comments/review of last meeting |
| b. DCSPER/S1 | Mission execution status/continuous improvement initiatives |
| c. DCSOPS/S3 | Mission execution status/continuous improvement initiatives |
| d. DCSLOG/S4 | Mission execution status/continuous improvement initiatives |
| e. DCSIM | Mission execution status/continuous improvement initiatives |
| f. DCSRM/UA | Mission execution status/continuous improvement initiatives |
| g. Commander | Comments, guidance, review of action register, summary |

ACTION REGISTER

ACTION	RESPON- SIBILITY	SCHEDULED REVIEW	SUSPENSE	COMMENTS

APPENDIX C

CUSTOMER SURVEY

The input of our customers is a valued and integral part of our continuous improvement process. In order for the Division to achieve its “Vision” - **Premier Provider of Individual Training to Soldiers that Guarantees the Readiness of America’s Army** - we need the voice of our customer to help prioritize initiatives for future success. Please complete the following Customer Survey and provide comments as you feel necessary. Submit the survey to the instructor at the completion of the course or to the 95th Division (IT) DCSOPS. Your cooperation is appreciated.

INSTRUCTIONS:

1. Read ISSUES column, rank that issue by IMPORTANCE to you on a scale from 1-5. Each issue should be addressed independently of the other issues. The scale is in increments as follows:

1. Not Important
2. Marginally Important
3. Neutral
4. Important
5. Extremely Important

NOTE: If an ISSUE is not applicable to you, please indicate with NA in the Comments column.

2. Next, rank that same issue by SATISFACTION WITH THE 95th Division (IT) on a scale of 1-5. The scale is in increments as follows:

1. Not Satisfied
2. Marginally Satisfied
3. Acceptable
4. Above Average
5. Outstanding

3. If you have any questions, comments, or suggestions, you may submit them on a plain piece of paper, however, please refer to the ISSUE number on the left-hand side of the survey. If there are specific modifications/changes to course content, delivery technique, or facility/equipment resources, state them.

This survey is intended for use throughout all the 95th Division (IT) units. It is not to be utilized as a performance measure for an individual instructor. Responses will be treated with professionalism and included in future planning activities.

CUSTOMER SURVEY

ISSUES	IMPORTANCE	SATISFACTION WITH 95th DIVISION (IT) PRODUCTS/SERVICES	SUGGESTIONS AND/OR COMMENTS
1. KNOWLEDGE OF YOUR SPECIFIC TRAINING REQUIREMENTS	1 2 3 4 5	1 2 3 4 5	
2. CAPABILITY TO PROVIDE SERVICES REQUIRED BY MISSION	1 2 3 4 5	1 2 3 4 5	
3. PROACTIVE PLANNING FOR MISSION EXECUTION	1 2 3 4 5	1 2 3 4 5	
4. CREDIBILITY OF LEADER'S COMMITMENTS	1 2 3 4 5	1 2 3 4 5	
5. INTERACTION WITH YOUR LEADERS	1 2 3 4 5	1 2 3 4 5	
6. COMMITMENT TO MISSION ACCOMPLISHMENT	1 2 3 4 5	1 2 3 4 5	
7. TRAINER PROFESSIONAL BEARING	1 2 3 4 5	1 2 3 4 5	
8. MATERIAL CONTENT	1 2 3 4 5	1 2 3 4 5	
9. TRAINER DELIVERY OF SERVICES	1 2 3 4 5	1 2 3 4 5	
10. INTEGRITY OF TRAINERS	1 2 3 4 5	1 2 3 4 5	
11. ADEQUACY OF FACILITY AND SUPPORT EQUIPMENT	1 2 3 4 5	1 2 3 4 5	
12. PROBLEM RESOLUTION DURING DELIVERY OF SERVICES	1 2 3 4 5	1 2 3 4 5	
13. INNOVATIVE APPROACHES TO DELIVERY	1 2 3 4 5	1 2 3 4 5	
14. WILLINGNESS TO SATISFY PERSON/UNIT TO BE TRAINED	1 2 3 4 5	1 2 3 4 5	
15. DESIRE TO IMPROVE DELIVERY OF SERVICE	1 2 3 4 5	1 2 3 4 5	
16. COMMUNICATIONS BETWEEN TRAINERS AND PERSON/UNIT TO BE TRAINED	1 2 3 4 5	1 2 3 4 5	
17. EASE OF DOING BUSINESS	1 2 3 4 5	1 2 3 4 5	
18. TRAINEE SKILL ENHANCEMENT	1 2 3 4 5	1 2 3 4 5	

EMPLOYEE SURVEY

The Voice of the 95th Division (IT) soldier is important to our future success. It is critical that input from every soldier be integrated into the continuous improvement initiatives within each command. This survey is not intended to circumvent the chain of command nor focus criticism on an individual. Its purpose is to professionally gather soldier's thoughts/ideas for analysis and action plans on an annual basis. The results of these surveys will be summarized and shared with all Division soldiers. Responses may require designated units throughout the Division to address specific issues.

INSTRUCTIONS:

1. Complete each STATEMENT by choosing one of five responses:

SD - Strongly Disagree

D - Disagree

N - Neutral

A - Agree

SA - Strongly Agree

2. Comment with specific issues/suggestions on a statement that you desire.
3. Additional comments may be submitted on a blank page however, please refer to the statement number on the left-hand side of the survey.
4. If there are statements, which are not clear, or statements, which you feel, should be included on future surveys, please note in the comments.

This survey is intended for use throughout all the 95th Division (IT) units. Responses will be treated with professionalism and included in future planning activities. Confidentiality will be maintained. It is not necessary to use your name, however, unit and rank is important.

EMPLOYEE SURVEY

UNIT:	RANK:						
COMMUNICATIONS:	SD	D	N	A	SA	COMMENTS	
1. In general, communications are important for me to do my Reserve job.							
2. Various types of communications (written, verbal, charts, graphs) are used effectively in my unit.							
3. I understand the key measures of unit performance.							
4. I understand how I affect the key measures of my unit performance.							
5. My Commander communicates effectively.							
6.. The NCO leadership in my unit communicates well.							
7.. My immediate supervisor effectively communicates requirements and improvement opportunities.							
8.. External customer (mission) requirements are communicated to me effectively.							
9. I am informed when a customer has a problem with our unit performance.							
10. I have a good understanding of what is going on in the unit.							
11. I have a good understanding of what is going on in the Division.							
TRAINING, SKILLS, PERSONAL DEVELOPMENT:	SD	D	N	A	SA	COMMENTS	
1. I received skills training within the last 90 days.							
2. I can request and receive skills training when I need it.							
3. I use the training I get to do my job better.							
4. My supervisor is helpful to me in planning future skills, training and personal development.							
5. I have the skills necessary to do my job and help my unit improve our performance.							
6. I get to go to school							
7. I get paid on time.							
8. My NCOER/OER was on time.							

EMPLOYEE SURVEY

TRAINING, SKILLS, PERSONAL DEVELOPMENT (continued):	SD	D	N	A	SA	COMMENTS
9. Most people in my unit really don't pass the PT test to standard.						
10. Full time personnel take the PT test with the reservists.						
11. I get orders in a timely manner.						
UNITS	SD	D	N	A	SA	COMMENTS
1. I feel that all soldiers need to work more closely together for the future.						
2. I currently participate in a unit to improve performance.						
3. I am more productive in my Reserve job because of working in an improvement unit.						
4. Unit recommendations are seriously considered by the chain of command.						
5. I am aware that unit recommendations are being implemented.						
6. My unit meets as often as we need.						
7. Our unit meetings are productive and are supported by the chain of Command.						
8. I want to be more involved in creating and executing plans to impact mission accomplishment in the 95th Division (IT)						
WORK ENVIRONMENT:	SD	D	N	A	SA	COMMENTS
1. I am treated with respect and dignity.						
2. Soldiers in the unit are treated fairly with respect to other soldiers.						
3. The chain of command values my input.						
4. Listening to soldiers occurs on a routine basis in the unit.						
5. Leaders in the unit can be counted on to keep their word.						
6. I have trust and confidence in the chain of command.						
7. Promotion and awards are fairly administered.						
8. I am verbally offended by someone in my unit on a regular basis.						
9. Leadership demonstrates genuine concern for soldiers.						
10. Leadership is committed to providing excellent service for customers.						
11. During annual training, the living conditions were poor.						

EMPLOYEE SURVEY

COMMITTMENT:	SD	D	N	A	SA	COMMENTS
1. I know and share the Division vision.						
2. I know and believe in the values and principles of the Division.						
3. I feel responsible for the future of the 95th Division (IT).						
4. I am challenged to improve my abilities and skills.						
5. I am willing to change my attitude and behaviors in order to make the 95th Division (IT) more competitive.						

ADDITIONAL COMMENTS:[illegible]

NOTE: Please identify which specific question you are addressing by listing the category and the question number.

Example: Commitment # 3

Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
AT Training Highlight Report	Weekly		Report		Delivery of quality training services to customers	HQs Div DCSOPS		Tuesdays to CXO
Significant Training Events	Quarterly	USARC Reg 140-2	Report		Delivery of quality training services to customers	HQ Div DCSOPS		
Brigade Training Schedule	Routine	FM 25-101, p. 3-30; FM 25-100, p. 3-19	Report		A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	3 months prior to training date
Unit Status Report (USR)	Quarterly JAN, APR, JUL, OCT	AR 220-1	Report		Delivery of quality training services to customers	HQ DIV DCSOPS	All Units Band	1st/3rd Qtr - USARC 2nd/4th Qtr - 95 DIV
Regional Training Coordination Conference (RTCC)	Annually	TRADOC Reg 350-18	Conf	Regional conference with customer and TASS units to identify future training requirements	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Specific dates and location TBA TASS units review training requirements and unit capabilities
National Training Coordination Conference (NTCC)	Annually	TRADOC Reg 350-18	Conf	National conference with major commands and DIVITS to identify future training requirements	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Specific dates and location TBA DIVITS review training requirements and unit capabilities
ATRRS ARPRINT	Annually OCT	TRADOC Reg 350-18	Report	ATRRS report that list TASS unit teaching mission	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Specific dates TBA TASS units build classes in ATRRS based on the ARPRINT
ATRRS TRAPS	Quarterly JAN, APR, JUL, OCT	TRADOC Reg 350-18	Report	ATRRS report addresses changes to initial TASS ARPRINT	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Specific dates TBA TASS units adjust classes in ATRRS based on TRAPS

Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
Unfinanced Resource Requirements (URR)	Quarterly or As Required		Report	Formal method for units to identify mission and resources required	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Resource requirements also annotated on ATRRS CZ Screen
TRADOC Form 332-R TATS/RC3 Exportable Instructional Material Request Form	Annually 1 Jan - Div HQ 1 Feb - ATSC	TRADOC Reg 350-18	Requisition	Order TASS instructional materials for AT	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Requirements based on ARPRINT minus on-hand quantities
TRADOC Form 332-R TATS/RC3 Exportable Instructional Material Request Form	Annually 1 May - Div HQ 1 Jun - ATSC	TRADOC Reg 350-18	Requisition	Order TASS instructional materials for IDT	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Requirements based on ARPRINT minus on-hand quantities
Memorandum Requesting TASS Instructor Materials not supported by ATSC-DA	As Required		Requisition	Request printing of TASS instructional materials not supported by ATSC or other DA agency	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Requirements based on ARPRINT minus on-hand quantities with strong justification
FORSCOM Form 156-R, Annual Training Equipment Requirements	As Required, pursuant to 24 month timeline	FORSCOM 350-2 F/T 140-3	Requisition	Process to acquire equipment to conduct training	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	VALIDATION - DCSOPS
ATRRS Potential Non-Conduct Report (POTENON)	Monthly		Report	Identifies classes that do not meet minimum class size	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Monthly on suspense date established in basic memorandum

Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
ATRRS R1 HIT LIST	As Required Monthly	TRADOC Reg 350-18	Report	Identifies classes that need action to complete enrollment or graduation	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	10 days after class start and end dates
Report of Issuance, DA Form 1059 (Academic Evaluation Report)	As Required	TRADOC Reg 350-18	Memo	Memo by TASS units to certify that DA Form 1059 were completed	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	15 days following completion of course
FORSCOM Form 1010R (USAR Drill Sergeant/Instructor Status Report)	Quarterly	FORSCOM / TRADOC Reg 140-3	Report		A fully trained, ready and relevant force	HQ Div DCSOPS	IET Bdes TSB	Quarterly as of the last day of the month
ADA Report Usage of Additional Drill Assemblies (Expenditures)	Quarterly		Report		Delivery of quality training services to customers	HQ Div DCSOPS	All Units/ Sections	Quarterly as of the last day of the month
Access Rosters	Quarterly	AR 380-5	Report		Effective Communications	HQ Div DCSOPS	All Units	April
Annual Clean-out	Annually July	AR 380-5	Report		Effective Communications	HQ Div DCSOPS	All Units	
Periodic Reinvestigation	Over 15 years	AR 380-67	Report	SIDPERS	Delivery of quality training services to customers	HQ Div DCSOPS	All Units	To USARC
Unfavorable Administrative Actions	Routine	AR 380-67	Report		Delivery of quality training services to customers	HQ Div DCSOPS	All Units	90 days from initial follow-up; through Division to East Security Team

Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
Senior ROTC Pre-Camp	Annually FEB	VOCO	Conf		Provide quality military education	USARC	DIVITS TSB`	Feb, Ft. Lewis, WA
Mobilization Planners Meeting	Quarterly	VOCO	Meeting		Delivery of quality training services to customers	DCSOPS	All Units	
Yearly Strategic Briefing (YSB) (YTB)	Annually MARCH	VOCO	Briefing	Formal briefing for commanders to present their unit strategic plans to the DIV Cmd Grp	Delivery of quality training services to customers	USARC/ DIVIT	IET/TASS Units	Specific dates and location TBA
"H" Qualification	Over 5-Years	TRADOC REG 350-18	Report	SIDPERS	Delivery of quality training services to customers	HQ Division DCSOPS	TASS Units TSB	
Commanders Conference	Semi-Annually APR OCT	VOCO	Meeting		Delivery of quality training services to customers	HQ Div DCSOPS	IET/TASS Units	Specific dates and location TBA
TASS Pre-Camp Conference	As required (Normally Annually)		Conf	TASS units meet with support installation to coordinate upcoming AT	A fully trained, ready and relevant force	HQ Div DCSOPS	TASS Bn /Bde`	Specific dates and location TBA
Serious Incident Report (SIR)	Routine	AR 190-40 w/ USARC Supplement 1	Report	Report of any unusual or suspicious event	Delivery of quality training services to customers	DCSOPS Phys. Security Officer	All Units	As required
Narrative & Statistical Report on EO Progress (Complaints)	Quarterly	DA Pam 600-26, AR 600-20	Report		Delivery of quality training services to customers	Div HRO	Bde EO Reps	As required
Narrative & Statistical Report on EO Progress (Complaints)	Annually	DA Pam 600-26, AR 600-20	Report		Delivery of quality training services to customers	USARC	HRO DCSPER	USARC suspense 1 Oct

Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
Army Continuing Education System (ACES) Participation & Cost Evaluation Report	Quarterly, Annually	AR 621-5	Report		A fully trained, ready and relevant force	Retention Office	Bde Retention NCOs	Command Group Responsible
Physical Security Inspections	Routine	AR 190-13	Report	Response to deficiencies identified by RSC inspections	Delivery of quality training services to customers	DCSOPS Phys. Security Officer	All units	
Number and Types of Decorations Approved	Annually	AR 672-5-2	Report	By race, gender, and rank	Delivery of quality training services to customers	DCSPER	All Bdes	USARC suspense 15 Dec
Commander's Master Religious Program	Annually	USARC Reg 165-1	Report	Commander's religious programs and objectives	Delivery of quality training services to customers	Chaplain	Bde Chaplains	Bde suspense: 15 Apr Fwd to USARC NLT 1 June
Request for Personnel Actions	Routine		Report	Relocation, Retirement, Promotions, Etc., for Civilians	Delivery of quality training services to customers	DCSPER	All Units	As Needed
IMPAC Credit Card Report	Monthly	90th RSC SOP	Report	Summary of monthly purchases	Delivery of quality training services to customers	DCSLOG	HHC All Bdes Band	Suspense 10 th of every month
NTV Vehicle Report	Monthly	90th RSC SOP	Report	Monthly GSA vehicle mileage	Delivery of quality training services to customers	DCSLOG	ALL	Suspense to 90th RSC 1st of every month
AMSS Material Condition Status Report	Monthly	AR 700-138	Report	Automated Equipment Status Report	Delivery of quality training services to customers	DCSLOG	All Bdes (-) TASS & NCOA	Cut off 15th, due 17th 1st, 2nd, 7th Bde RTMS-M, HHC

Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
Food Service Data Report	Quarterly	AR 30-1 USARC Sup 1	Report	Meals served and cost	Delivery of quality training services to customers	DCSLOG	All Units	30 Jan, Apr, Jul and Oct
Army Oil Analysis Report	Semi-Annual	DA PAM 738-750	Report	Analysis of oil samples	Delivery of quality training services to customers	DCSLOG	AMSA	15 Jan and 15 Oct
Property Accountability Adjustment Data Report	Quarterly	USARC REG 735-1	Report	Report of Property Adjustments due to Loss	Delivery of quality training services to customers	DCSLOG	All Bdes	10 Feb, 10 May, 10 Aug and 10 Nov
Due In Reconciliation	Monthly	AR 710-2	Report	Reconciliation of requisitions due in	Delivery of quality training services to customers	DCSLOG	All Units	15th of each month
Food Service Annual Review	Annually	AR 30-1 USARC SUP 1	Report	Annual Food SVC Review	Delivery of quality training services to customers	DCSLOG	All Bdes	30 May
UIT	Semi-Annually	AR 710-2	Report	Reconcile Small Arms	Delivery of quality training services to customers	DCSLOG	All Bdes	30 Apr, 31 Oct
Equipment Density Report	Annually	USARC REG 750-1	Report	Items require maint above Org level	Delivery of quality training services to customers	DCSLOG	All Bdes	1 Sep
CBS-X Validation	Semi-Annually	AR 710-2	Report	Validation of reportable PB RICCS	Delivery of quality training services to customers	DCSLOG	All Bdes	15 Apr, 15 Oct
CSDP and 100 % Inventory	18 month cycle	AR 710-2	Inspection	Inspection of supply records for compliance and accountability	Delivery of quality training services to customers	DCSLOG	All Bdes	Suspense TBD Annually by date of first Inspection/Inventory
Annual Assurance Statement (Statement of Internal Control)	Annually	AR 11-2a	Report	Statement of accountability by Assessable Unit Managers (AUMs)	Delivery of quality training services to customers	IR	AUMs	Susp to Div: May; Susp to USARC: June

Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
Semi-annual Report to Congress (Inspector General Act of 1978)	Semi-annually	AR 36-2	Report	95TH DIV audit activities past 6 months	Delivery of quality training services to customers	USARC	IR	Susp to Div: 15 Sep, 15 Mar; Susp to USARC: 15 Oct, 15 Apr - Web Site Format Report
Public Financial Disclosure Rpt (SF 278)	Annually	DOD Joint Ethics Reg 5200.7	Report	General Officer personal financial statement	Delivery of quality training services to customers	USARC	SJA	Due to USARC in MAR
Semi-annual Report to Congress	Semi-annually	AR 20-1	Report	Overview of operations and funding	Delivery of quality training services to customers	USARC	IG	Reporting periods SEP-FEB, MAR, AUG
Non Tactical Vehicle Justification	Annual	90th RSC 58-1	Report	Annual Justification	Delivery of quality training services to customers	DCSLOG	All	30 Sep
Schedule of CSDRs and Inventories	Annual	95th Div Reg 700-1	Report	Brigade Schedules	Delivery of quality training services to customers	DCSLOG	All Bdes	1 Oct
CSDP Monitor	Annual	95th Div Reg 700-1	Report	Brigade Monitor	Delivery of quality training services to customers	DCSLOG	All Bdes	1 Oct
Food Service Review Schedule	Annual	95th Div Reg 700-1	Report	Brigade Schedules	Delivery of quality training services to customers	DCSLOG	All Bdes	1Oct
Consolidated Property Listing	Monthly	95th Div Reg 700-1	Report	CPL of all PBICs	Delivery of quality training services to customers	DCSLOG	All Bdes	25th of each month
SPBS-R Asset Visibility	Monthly	DA Pam 710-2-1	Report	Summary of Property Book Actions	Delivery of quality training services to customers	DCSLOG	All Bdes	25th of each month
CBS-X Transaction Report	Monthly	DA Pam 710-2-1	Report	Diskette Summary of CBS-X transactions	Delivery of quality training services to customers	DCSLOG	All Bdes	Within 72 hours of Scheduled Drill Assembly
DA Certificate of Achievement	Monthly	AR 600-8-22	Award		Delivery of quality training services to customers	Unit Cdrs		

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Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
AAM	Monthly	AR 600-8-22	Award	Army Achievement Medal	Delivery of quality training services to customers	Unit Cdrs		
ARCOM	Monthly	AR 600-8-22	Award	Army Commendation Medal	Delivery of quality training services to customers	Unit Cdrs		
MOVSM	Monthly	AR 600-8-22	Award	Military Outstanding Volunteer Service Medal	Delivery of quality training services to customers	Unit Cdrs		
MSM	Monthly	AR 600-8-22	Award	Meritorious Service Medal	Delivery of quality training services to customers	Unit Cdrs		
LOM	Monthly	USARC Memo dtd 2 Feb 96	Award	Legion of Merit	Delivery of quality training services to customers	Unit Cdrs		
SOY: E1-E4	3 rd week of NOV	DIV Memo dtd 27 Aug 97 1 st Army Memo dtd 13 Nov 97	Award	Soldier of the Year	Delivery of quality training services to customers	DCSPER	All Units	
NCO of the Year (AC/AGR)	3 rd week of NOV	USARC Memo	Award	Noncommissioned Officer of the Year	Delivery of quality training services to customers	DCSPER	All Units	
NCO of the Year	3 rd week of NOV	USARC Memo	Award	Noncommissioned Officer of the Year	Delivery of quality training services to customers	DCSPER	All Units	E8-E9
Instructor of the Year	3 rd week of NOV	TRADOC Memo	Award		Delivery of quality training services to customers	DCSPER	TASS Bdes TSB	
Drill Sergeant of the Year	3 rd week of NOV	TRADOC Memo	Award	Drill Sergeant of the Year	Delivery of quality training services to customers	DCSPER	IET Bdes TSB DSS	
Retention NCO of the Year	3 rd week of NOV	OCAR RTD Memo	Award Board	Retention NCO of the Year	Delivery of quality training services to customers	OCAR/RTD Retention Officer	All Units	

Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
GEN Douglas A. MacArthur Leadership Award	DEC Drill	USARC Memo	Award		Delivery of quality training services to customers	DCSPER	All Units	1LT, 2LT, CPT (non-promotable)
ROA MG Strom Thurmond Award for the Outstanding JOY	July	USARC Memo	Award		Delivery of quality training services to customers	DCSPER	All Units	ROA Members: W01, CW02, LTs, CPTs
Outstanding USAR Unit Certificates and Awards	March	USARC Memo	Award		Delivery of quality training services to customers	DCSOPS	All Units	Large and Small units
Urinalysis Custody Report Card	Routine	AR 600-85	Report		Delivery of quality training services to customers	DCSPER	All Units	USARC Suspense 1 Jan
Army Family Action Plan (DA Form 7255-R)	Annual	DA Cir 608-96-1	Report		Delivery of quality training services to customers	DCSPER	All Units	
Army Pistol Matches	Annual May		Event		Premiere Trained & Ready Division	DCSOPS	All Units	
Army Physical Fitness Test (APFT) (Diagnostic)	As Needed	AR 350-1	Event		Delivery of quality training services to customers	DCSOPS	All Units	
Army Physical Fitness Test (APFT) (Record)	Annual 1 Apr - Oct	AR 350-1	Event		Premiere Trained & Ready Division	DCSOPS	All Units	

Recurring Reports and Events

<u>NAME</u>	<u>Recurrence</u>	<u>Reference</u>	<u>Type (Event/ Report)</u>	<u>Description</u>	<u>Associated Goal</u>	<u>Tasking Agency</u>	<u>Action Agency</u>	<u>Comments</u>
Report of Support to Civilian Law Enforcement Officials (CLEO)	Quarterly	AR 500-51	Report		Premiere Trained & Ready Division	DCSOPS	DCSOPS	
Commander's Master Religious Program	Annually	USARC Reg 165-1	Report		Goal 1	HHC DIV Chaplain		
Jr. Promotion Board Results	Semi-Annually	AR 140-158	Report & Consolidated Bde List		Goal 1	DCSPER		
Sr. Promotion Packets	Semi-Annually	AR 140-158	Soldier Packets		Goal 1	DCSPER		
Lautenberg Amendment	Semi-Annually	Memo – Chief Army Reserve	Verification Soldier Records		Goal 1	DCSOPS		
Human Immunodeficiency Virus (HIV) Program Report	Monthly	Monthly Memo, Pending USARC Directive	Report		Premiere Trained & Ready Division	DCSPER	All Units	
AR140-1	Semi-annually	Consolidated Report of USAR School Student Enrollment Course Completed	Report		Premiere Trained & Ready Division	School Brigades		
USAR Record of Reserve Training	Monthly	AR 140-185	Report		Premiere Trained & Ready Division	DCSPER		
Alcohol & Drug Abuse Prevention & Control Program Summary	Annual	AR 600-85	Report		Premiere Trained & Ready Division	DCSPER	All Units	

GLOSSARY OF TERMS:

AAR	After Action Review
ADC	Assistant Division Commander
ADP	Automated Data Processing
AGR	Active Guard/Reserve
APIC	Army Performance Improvement Criteria
AT	Annual Training
BCT	Basic Combat Training
BDE	Brigade
BN	Battalion
CLAS	Center Level Administrative Software
DA	Department of the Army
DCSIM	Deputy Chief of Staff for Information Management
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations
DCSPER	Deputy Chief of Staff for Personnel
DCSRM	Deputy Chief of Staff for Resource Management
DEERS	Dependent Eligibility Enrollment Reporting Systems
DIMS	Division Information Management Systems
DIVIT	Division Institutional Training
DMOS	Duty Military Occupational Specialties
FY	Fiscal Year
IDT	Inactive Duty for Training
IET	Initial Entry Training
MOS	Military Occupational Specialties
NCO	Noncommissioned Officers
NCOES	Noncommissioned Officer Education System
NCOPD	Noncommissioned Officer Professional Development
OPD	Officer Professional Development
OSUT	One Station Unit Training
PERSCOM	Personnel Command
POC	Point of Contact
POI	Program of Instruction
RCAS	Reserve Component Administrative Software
RLAS	Regional Level Automation System
ROTC	Reserve Officers Training Corps
RSC	Regional Support Command
RST	Rescheduled Training
SOP	Standard Operating Procedures
SPC	Strategic Planning Cycle
SPPC	Strategic Planning Process Conference
SPP	Strategic Planning Process
TASS	The Army School System
TDA	Table of Distribution and Allowances
TRADOC	Training and Doctrine Command
UIC	Unit Identification Code
USARC	United States Army Reserve Command